

RESULTS of the 2010

# Bungendore

Business Retention &  
Expansion Survey



An initiative of the  
Bungendore Chamber of Commerce & Industry, Inc



**Funded by the**  
**NSW Department of State & Regional Development**

# Bungendore Business Expansion and Retention Survey 2010

## ***Introduction***

The Department of State and Regional Development's Business Expansion and Retention Survey was undertaken in Bungendore in March 2010. A total of 23 businesses responded to the survey, which represents a response rate of approximately 20 per cent. The key results from each section are presented below. More detailed results are presented in each section.

### **Part A: The Local Environment**

- Respondents were asked to identify some of the main assets of the community as a place to live and own a business. Some of the more common ones listed included: proximity to markets, clients and city, the coast and amenities; relaxed, rural/village lifestyle; sense of community; availability of services locally; access to major centres; highway and coastal visitation; and strong tourism draw-card.

Suggestions to make the economy stronger included:

- Encouragement of community to shop locally;
- better Customer service and hospitality training;
- funded training for small businesses;
- better Business presentation (aesthetics);
- better business opening hours;
- improved infrastructure (telecommunications, business support, transport, public amenity, streetscape, signage); and
- requests for Council to make more land available for light industry, and improve Development Applications and planning processes.

In terms of the level of satisfaction on a range of services and infrastructure, the lowest level of satisfaction included: availability of warehousing, development approval process and recycling. Most of the suggestions to improve the services and infrastructure listed above, related to Council. In terms of the cost of doing business in Bungendore, Development Approvals, and Leasing space had the two lowest average levels of satisfaction reported.

### **Part B: Your Business**

Of these 21 businesses that responded to this part of the survey, 17 established the business themselves. In terms of business relocation, two business relocated their business to Bungendore from elsewhere in NSW; six from elsewhere in the region and one from within Bungendore. The main reasons for relocation included: family reasons (eg to be closer to better schools, hospitals, airports etc) as the most common reason; as well as lifestyle reasons; to have a more central location and larger premises; required more space; business already established in this community.

### **Part C: Your Markets**

Participants reported on the percentage of products and services that they sell locally, elsewhere in New South Wales, elsewhere in Australia, and internationally. The results are presented in the graph below.

- One half of the businesses sell at least 50 per cent of their services and goods locally, and of these, five sell 100 per cent locally.
- Only two businesses sell internationally, (and both reported around 20 per cent of their sales to overseas markets).
- Of those that sold elsewhere in NSW, the proportion of sales to other parts of NSW varied from 1% to 90%.
- Sales to other parts of Australia was stronger than international sales, but not as strong as sales to other parts of New South Wales, and locally.
- Only two survey respondents were interested in exporting.

### **Part D: Employees**

Across the 22 businesses that responded to this section, a total of 157 were employed locally: 50 people were employed on a permanent full-time basis, 32 part-time and 75 casually. Of this total, 20 were trainees/apprentices.

Survey respondents expect a small net increase in full-time and casual employment over the next two years, and no real change in part-time employment numbers.

When asked whether businesses found it difficult to find suitable employees for their business, 9 reported No, and 12 reported yes. Skilled trades was the highest category in which respondents found it difficult finding suitable employees, followed by unskilled trades. The skilled and unskilled trades listed comprised: Bar Staff, Beauty Therapists, Carpentry, Drivers, Electricians, Hairdressing, Hospitality, Labourers, Marketing, Plasterers, Sales, Surveyors and Tilers.

Only one of twenty business reported that they had difficulty retaining employees. Six of the twenty businesses indicated that they would be interested in employing trainees/apprentices.

### **Part E: Business Plans and Decisions**

On average, the expectation from survey respondents is that business turnover, profits and the demand for goods and services will generally increase over the next two years. However, one third of businesses (7) expect profits to fall., and some businesses expect declines in all three areas.

Businesses were asked what raw materials and services they would like to purchase locally. The responses included: top quality merino wool; flashcards; timber; timber products; windows; drafters; quality building materials; bread (Turkish), chicken, fruit and vegetables; and fresh produce.

The responses to business expansion over the next two years, was mixed with 7 saying yes, 7 saying no, and 7 indicating that they were not sure. The types of business expansion included: an increase in floor space; additional product lines; additional services for customers; additional investment in equipment and technology; process improvements; increase in staff; an increase in website sales, and additional geographic coverage.

Two (out of twenty) businesses reported that they considered changing the location of their business. However, both respondents felt that it would be to another location in this area.

An area which has received increased attention at discussion within the Bungendore Chamber of Commerce and Industry, is “co-operative partnerships” or “alliances” amongst local businesses. When asked whether businesses could work in a co-operative way with other businesses, the following responses were obtained:

| <b>Interest in Co-operative arrangements:</b>                  | <b>Yes</b> | <b>%</b>    |
|--|------------|-------------|
| Referral of work   | 10         | 45%         |
| Discussion groups  | 8          | 36%         |
| Joint participation in business management learning activities | 7          | 32%         |
| Co-operative marketing   | 6          | 27%         |
| Joint tendering  | 4          | 18%         |
| Buying and/or sharing equipment                                | 4          | 18%         |
| Staff sharing  | 3          | 14%         |
| Joint training of staff  | 3          | 14%         |
| Sharing distribution services                                  | 2          | 9%          |
| Group purchasing of inputs                                     | 2          | 9%          |
| <b>Total number of respondents</b>                             | <b>22</b>  | <b>100%</b> |

## **Part F: Business Support Services**

This part of the survey related to the issue of “where am I now” and “where do I want to be” with respect to a range of business management issues.

The most obvious result from the previous table shows that people want to be better positioned in the future, than they are now, with all of the business categories.

What is less obvious was the extent to which various business management practices are fully understood now:

- Areas which reported poor or below average knowledge included: succession planning; balancing work and life; marketing and information technology applications.
- Areas which scored more average or excellent knowledge included: managing people; planning and organising business systems; planning and organising service and production service processes; Improving production or service processes; financial management; Legal/regulatory requirements; and Sustainable business practices.
- Areas which should be looked at further (whether by individual businesses, or by the Chamber as a part of training and development, or other government eg DSRD agencies), include:
  - business strategy, balancing work and life, and marketing (as the ratings were fairly even spread from poor to excellent); and
  - succession planning and information technology applications (with the majority of ratings ranging from poor to average).
- Other areas of business management which were identified as areas respondents would like to progress skills included: training staff with the financial aid of government, E-learning for

students; developing overseas marketing; employee management; and computer controlled machinery.

Businesses were asked how they would prefer the information to be delivered. Twenty-three responses were received – with the most preferred methods being 2-3 hour morning workshops, mentoring and coaching; and via newsletters. Formats for information delivery included: online articles, email, post, workshops, face-to-face, and through websites like broadcast builder.

### **Part G: Your Local Chamber**

In the final part of the Business Retention and Expansion Survey, the Bungendore Chamber of Commerce and Industry invited businesses to comment on the extent to which the Chamber is (or should be, or could be) involved in helping local businesses to survive and grow.

Four questions were asked:

1. To what extent is your Chamber involved in assisting local business survival and growth?
2. Do you think the Chamber should be involved in assisting local business retention and expansion?
3. In addition to those listed in Q1, can you suggest ways in which the Chamber could be involved in local business retention and expansion?
4. Can you suggest ways in which the local business and community can assist with local business retention and expansion?

A total of 13 respondents felt that the Chamber SHOULD be involved in assisting local business retention and expansion, and 3 said they SHOULD NOT (Question 2).

With respect to the first question, the answers were mixed, and although many indicated a positive Chamber involvement (through marketing, the business directory, the website, meetings, networking, mentoring, surveys, workshops and seminars), others felt that there is insufficient enthusiasm from outside the Committee, the Chamber is not as active as it could be, or there is too much focus on business street tourism and not enough on home-based and supporting industries such as construction.

Other areas in which the Chamber could be involved (in addition to those listed in the above paragraph) included: mentoring programmes, training, promotion of local businesses to new residents; advertising capabilities of local businesses; assisting with business/ Council issues such as waste and commercial area development. It was also suggested that:

- Rather than just sitting back and watching a business that has rumoured to be in trouble, and do nothing, approach the business and ask if the Chamber can be of assistance (Chamber has a network of expertise and business specialists who might be able to offer assistance); and
- We need to get local business to talk about what they want. (that is: come to a meeting with suggestions). But they need to be positive and constructive. There is a lot of negativity, and business need to understand that at the end of the day it is up to them individually to put the effort in. The Chamber cannot do it for them. The Chamber can assist and point in the right direction. But it comes down to individual needs.

Finally, when asked for ways in which local businesses can assist with local business retention and expansion, some of these suggestions were identified:

1. Support each other more - some businesses criticise each other; Cross referrals; Cooperative local marketing (eg shop local); Cooperative external marketing (promoting Bungendore outside the Village) - as increased customers will help retain businesses;
2. Improving service levels so that people come back; Improving customer-service across the board (at the moment some are excellent, some are appalling);
3. Streamline DA approval by Council and encourage council to work with business more cooperatively; Encourage Council to have an interest in Tourism;
4. By Supporting Chamber Initiatives; and
5. Buy local; Supporting local businesses as without the shop-keepers they would be travelling 25 kilometres.

## **Conclusion**

The Bungendore Chamber of Commerce and Industry would like to thank the local businesses that participated in the Bungendore Business Retention and Expansion Survey.

The Chamber would also especially like to thank the NSW Department of State and Regional Development for providing the funding for this survey to be undertaken.

The results not only enable the Bungendore business community to compare their responses to other areas in New South Wales, but it provides the Chamber with a very important information tool to help direct future programs and planning directions.

*It helps to identify where we need to invest in further training, what grants would be best suited (if any), whether co-operative or alliances would be effective, what is the preferred mechanism for information distribution, what assets we hold strongly in our community, what areas need improving, and our plans for business expansion, employment and growth – just to name a few.*

If we don't know what the key areas of business concern are in Bungendore, the Chamber cannot address them. But by taking part in these (and similar) surveys, as well as attending and speaking up at workshops and meetings, the Chamber will have a better understanding of the collective needs and interests of the local business community.

Again, thank you for your participation in this survey.

## Part A: Local Environment

Key assets of the community (as a place to live and own a business) identified by respondents w:

- proximity to markets, clients and city, the coast and amenities;
- relaxed, rural/village lifestyle;
- sense of community;
- availability of services locally (including schools, medical, basic goods)
- access to major centres;
- highway and coastal visitation; and
- strong tourism draw-card.

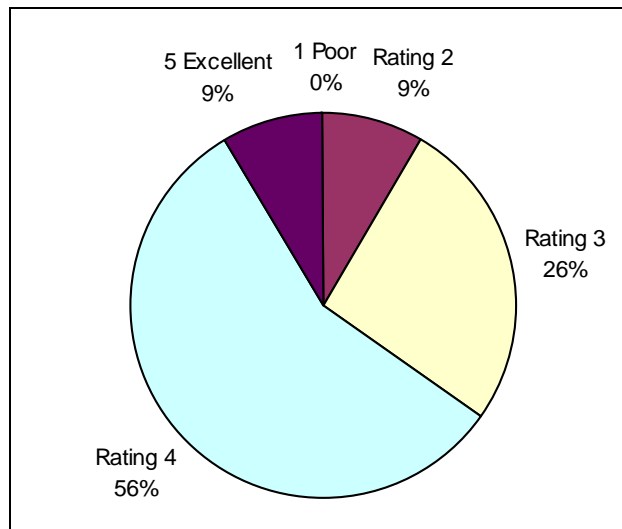
Suggestions to make the economy stronger included:

- Encourage locals to shop locally; better marketing to encourage residents to shop in town;
- Customer service and hospitality training;
- Fully-funded training for small businesses in business skills; Better hospitality services; Helping business stay in Bungendore longer term;
- Council needs to make more land available for light industry development; Expansion of Elmslea area; Councils need to provide more support when approving Development Applications; Council approval of building applications more efficiently; improve the poor planning and development application process;
- Business presentation, landlords put in effort to make buildings more attractive;
- More businesses open seven days; longer opening hours; and
- Improved telephone infrastructure; small business infrastructure support; improve infrastructure, shuttle buses; Better public amenities, finish Ellendon street; Better street signage;

The main changes respondents would like to see to improve Bungendore are:

- Prettier town; attention to streetscape; more trees; a public toilet block; visitor facilities; art installations on public streets; Ellendon street improved; new signage, revamped landscaping; car parking; footpaths, crossings for pedestrians;
- Upgrade of King's Highway between Bungendore and the coast; better planned roadwork hours between Queanbeyan and Bungendore; address maintenance (safety) of Macs Reef Rd;
- Education facilities; secondary education; Ambulance service in town; Larger industrial area;
- Businesses work as a group towards common goals; businesses need to cooperate and coordinate presentation; Businesses focus on the visitor.
- Enforcement of signs policy to maintain uniformity;
- Government training initiatives (in hospitality); Funding small business coaching;
- Council to create well-researched plan to encourage development of small businesses (signage, location of businesses, development of streetscape in commercial area); Council to be more supportive of our business community; infrastructure spending on commercial areas;
- Chamber support in advertising local businesses; Shop Local promotion available to all businesses;

Participants' overall opinion of Bungendore as a place to conduct business is shown in the graph below. As the graph shows, over 90 per cent perceive Bungendore to be an average, above average or excellent place to conduct business.



A summary of participants' responses for their level of satisfaction to a range of infrastructure and service provisions, (with 1 being poor and 5 being excellent) is presented in the table below. On average: those that generated the greatest level of satisfaction included: access to airport, highways, road facilities and markets; and those with the lowest level of satisfaction included: availability of warehousing, development approval process and recycling.

| <b>Above average satisfaction:</b> | <b>Rating</b> |
|------------------------------------|---------------|
| Access to highway/ roadway         | 3.9           |
| Access to airport facilities       | 3.7           |
| Access to markets                  | 3.5           |
| Availability of rail transport     | 3.2           |
| Access to suppliers                | 3.2           |
| Telephone                          | 3.1           |

| <b>Average satisfaction:</b>             | <b>Rating</b> |
|--|---------------|
| Availability of road transport services  | 2.7           |
| Water and sewerage supply                | 2.6           |
| Internet                                 | 2.5           |
| Inspections (eg. Licensing)              | 2.5           |
| Availability of appropriately zoned land | 2.4           |
| Disposal of waste material               | 2.3           |

| <b>Below average satisfaction:</b> | <b>Rating</b> |
|------------------------------------|---------------|
| Recycling                          | 2.0           |
| Availability of warehousing        | 1.8           |
| Development approval process       | 1.6           |

Most of the suggestions to improve the services and infrastructure listed above, related to Council. Other comments related to telecommunications infrastructure, and service provision. These comments included:

- Streamlining of Council DA approval system; address poor staffing in Council; remove established culture of autocratic and inconsistent dealings with the public; harder working Council staff; service and infrastructure planning should be part of economic/business development plan from Council; ensure DA process is the same for everyone; give Council some opportunity for modelling themselves after successful Councils; change rates calculations from water meter size to something relevant; Completion of Local Environment Plan (LEP) will assist with zoning issues.

- Well-positioned mobile-phone towers; better phone reception both in and out of town; Wireless internet needs significant work; more reliable electricity supply; inadequate water supply; recycling facilities; develop technology to allow freight transport by rail; secure car park at railway station; Improved Tarago Road and Goulburn Road to link to highway; Commuter train services from Goulburn to Canberra; Commuter bus services from Braidwood to Canberra via Bungendore.
- Questions relating to water and sewerage supply are not applicable to businesses and residents located outside the town centre – as they rely on rain water and own septic systems.

Respondents were asked to rate Bungendore in terms of the cost of doing business with a range of factors (labour, transportation, energy etc). The results are shown below.

| <b><i>Above average satisfaction:</i></b> | <b><i>Rating</i></b> |
|---|----------------------|
| Nil                                       |                      |
| <b><i>Average satisfaction:</i></b>       | <b><i>Rating</i></b> |
| Energy                                    | 2.8                  |
| Labour                                    | 2.6                  |
| Telecommunications                        | 2.5                  |
| Buildings                                 | 2.3                  |
| Construction                              | 2.3                  |

| <b><i>Below Average satisfaction:</i></b> | <b><i>Rating</i></b> |
|---|----------------------|
| Land                                      | 2.2                  |
| Transportation                            | 2.1                  |
| Raw Materials                             | 2.0                  |
| Rates                                     | 2.0                  |
| Storage                                   | 1.9                  |
| Leasing space                             | 1.8                  |
| Development Approval                      | 1.6                  |

As evident from the table above, the cost of doing business in Bungendore, with respect to the above-mentioned services is either average, or below average. Development Approvals, and Leasing space had the two lowest levels of satisfaction reported, on average.

## Part B: Your Business

In terms of Bungendore businesses, their establishment dates ranged from 1983 to 2010. Of the 23 businesses that responded to the survey, 21 recorded the year their business commenced operation: two were established in the 1980s, six were established in the 1990s, and 13 were established between 2000 – 2010.

Of these 21 businesses, 17 established the business themselves, and 4 did not. Two business relocated their business to Bungendore from elsewhere in NSW; six from elsewhere in the region and one from within Bungendore.

The main reasons for relocation included: family reasons (eg to be closer to better schools, hospitals, airports etc) as the most common reason; as well as lifestyle reasons; to have a more central location and larger premises; required more space; business already established in this community.

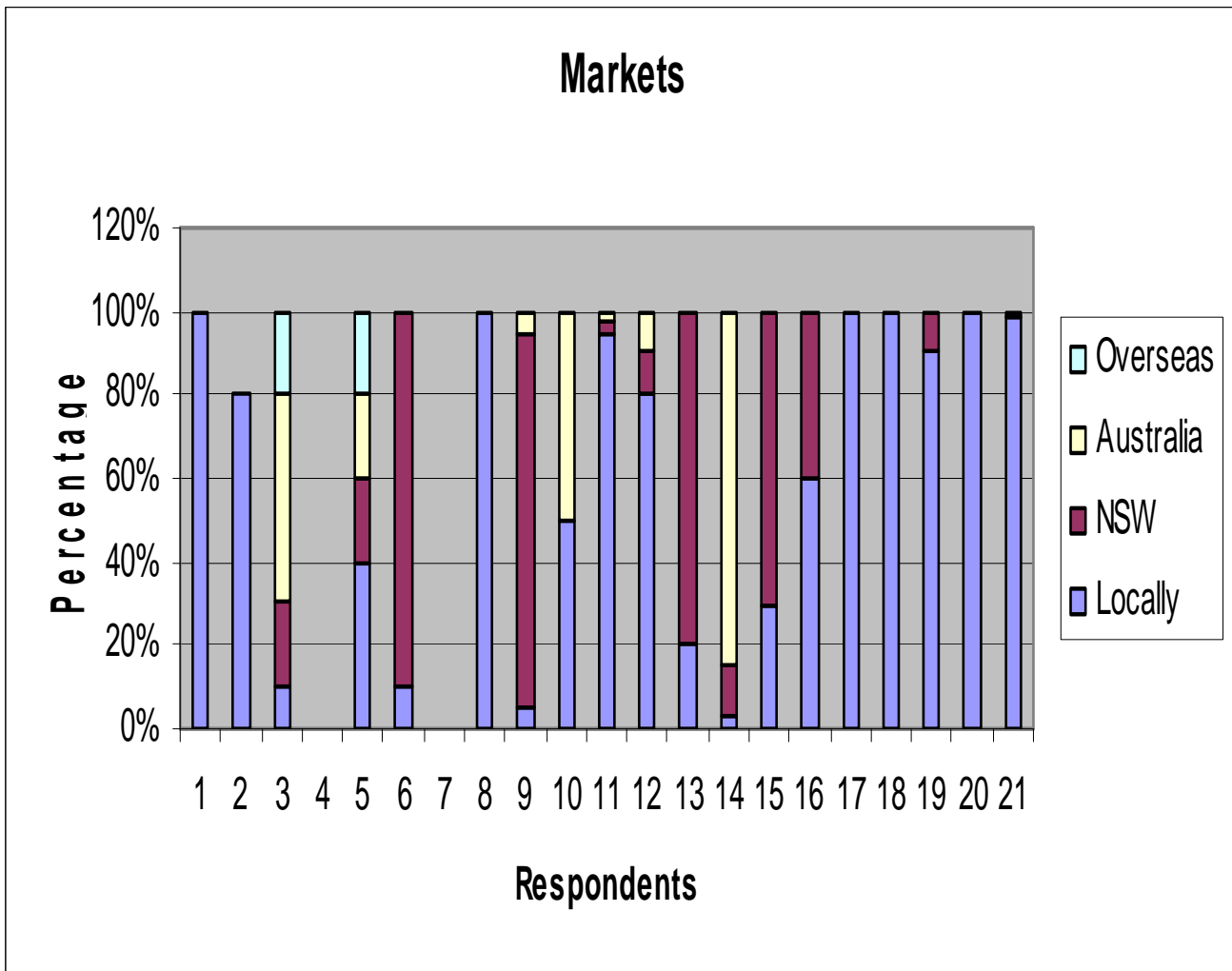
The main products and services provided by respondents included:

- Banking
- Beauty
- Bill paying outlet
- Builder
- Catering
- Cleaning Chemicals
- Clothing
- Coaching
- Coffee
- Cooking lessons
- Custom Made furniture
- Disposable Nappies
- Fine art
- Food
- Fresh deli & meat products
- Fresh Produce
- Gifts
- Gifts and cards
- Grocery
- Hair Extensions
- Hair Products
- Hair services
- Hairdressing
- Hire car services
- Home maintenance
- Home makeovers
- Household
- Incontinence products
- Insurance payments
- Jewellery
- Landscape architecture
- Literacy tutoring
- Made-to-order
- Mail and postal services
- Management consultancy
- Maths tutoring
- Meals, beverages
- Merino clothing
- Motor vehicle repair
- Paper Products
- Recruiting
- Rego inspection
- Repairs
- Sculpture
- Skincare
- Study skills tutoring
- Surveying
- Technology consultancy
- Timber furniture
- Timber small gifts
- Towing
- Training
- Training teachers in literacy teaching skills.

### Part C: Your Markets

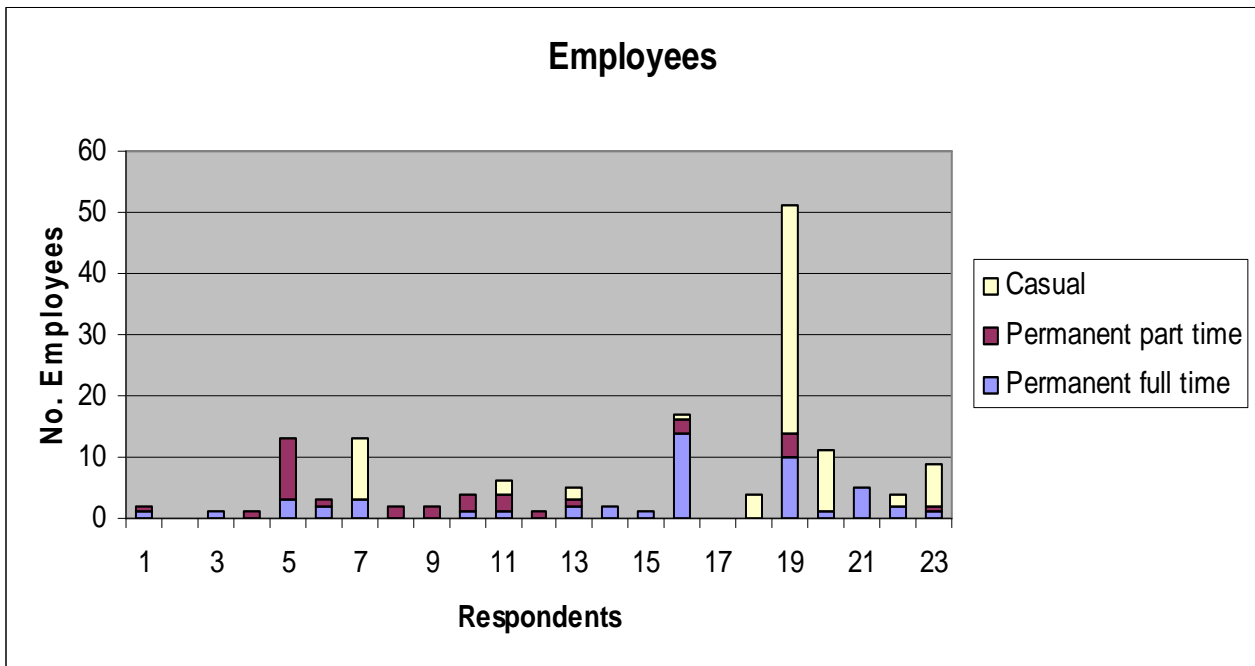
Participants reported on the percentage of products and services that they sell locally, elsewhere in New South Wales, elsewhere in Australia, and internationally. The results are presented in the graph below.

- One half of the businesses sell at least 50 per cent of their services and goods locally, and of these, five sell 100 per cent locally.
- Only two businesses sell internationally, (and both reported around 20 per cent of their sales to overseas markets).
- Of those that sold elsewhere in NSW, the proportion of sales to other parts of NSW varied from 1% to 90%.
- Sales to other parts of Australia was stronger than international sales, but not as strong as sales to other parts of New South Wales, and locally.
- Only two survey respondents were interested in exporting.



## Part D: Employees

The number of people employed full-time, part-time and casually is shown in the graph below.



Across the 22 businesses that responded to this question, a total of 157 were employed locally: 50 people were employed on a permanent full-time basis, 32 part-time and 75 casually. Of this total, 20 were trainees/apprentices.

Total Staff changes over the **last two years** are shown in the Table below:

|               | Full-time | Part-time | Casual |
|---------------|-----------|-----------|--------|
| Increase      | 3         | 5         | 6      |
| Decrease      | 1         | 0         | 10     |
| Stay the same | 9         | 7         | 0      |

Expected staff changes over **the next two years** are shown below:

|               | Full-time | Part-time | Casual |
|---------------|-----------|-----------|--------|
| Increase      | 4         | 3         | 4      |
| Decrease      | 0         | 3         | 1      |
| Stay the same | 10        | 5         | 5      |

The table shows a small net increase in full-time and casual employment over the next two years within the businesses surveyed, and no real change in part-time employment numbers.

When asked whether businesses found it difficult to find suitable employees for their business, 9 reported No, and 12 reported yes.

When asked, which particular areas there were difficulties in finding suitable employees (refer following Table), skilled trades were the highest category, followed by unskilled trades. The skilled

and unskilled trades listed comprised: Bar Staff, Beauty Therapists, Carpentry, Drivers, Electricians, Hairdressing, Hospitality, Labourers, Marketing, Plasterers, Sales, Surveyors and Tilers.

Clerical, Sales, Business administration, marketing were other categories listed by respondents. However, Plant operators, Machinery Operators, Farm Labourers, Computer technology / programming – all were reported as a “NO” to this question.

| <b>Trade:</b>           | <b>Number of businesses that reported “Yes”</b> | <b>Number of businesses that reported “No”</b> |
|-------------------------|---|--|
| Skilled trades          | 5   | 18   |
| Unskilled labour        | 3   | 20   |
| Clerical                | 1   | 22   |
| Sales                   | 1   | 22   |
| Business administration | 1   | 22   |
| Marketing               | 1   | 22   |
| Other                   | 1   | 22   |

Only one of twenty business reported that they had difficulty retaining employees. Six of the twenty businesses indicated that they would be interested in employing trainees/apprentices.

## Part E: Business Plans and Decisions

Below is a Table which summarises the expectations in turnover, profit, and demand for product and services over the next two years:

|                              | Increase | No Change | Decrease |
|------------------------------|----------|-----------|----------|
| Turnover                     | 17       | 4         | 1        |
| Profit                       | 13       | 7         | 2        |
| Demand for Products/Services | 17       | 4         | 1        |

On average, the expectation is that turnover, profits and the demand for goods and services will generally increase over the next two years. However, one third of businesses (7) expect profits to fall., and some businesses expect declines in all three areas.

When asked whether businesses are considering expanding within the next two years, 7 said yes, 7 said no, and 7 were not sure. With respect to the nature of that expansion (and respondents could select as many as applicable):

- 4 indicated an increase in floor space;
- 7 indicated additional product lines;
- 4 indicated additional services for customers;
- 6 indicated additional investment in equipment and technology;
- 3 indicated process improvements;
- 6 indicated an increase in staff; and
- 1 other: indicated increase in website sales, and additional geographic coverage .

Some of the major constraints to expansion which were identified by respondents included:

- finance (4);
- lack of suitable premises (6);
- problems with Development Applications (2);
- local regulations eg zoning (1);
- energy reliability (1);
- lack of skilled staff (3);
- identifying and accessing new markets (2);
- broadband access (1);
- other: landlord not agreeing terms (1); and winning contracts (1).

Of those that had expressed expansion constraints, only two had approached government and/or business organisations to discuss expansion plans.

None of the eight government and business bodies listed (NSW Department of State and Regional Development, Local Council, Chamber of Commerce, Business Advisory Service, AusIndustry, AusTrade, Area Consultative Committee, Other), had been approached. But one respondent did approach two alternative bodies: the Commonwealth Department of Education, Employment and Workplace Relations; and NSW Department of Education and Training.

An area which has received increased attention at discussion within the Bungendore Chamber of Commerce and Industry, is “co-operative partnerships” or “alliances” amongst local businesses. When asked whether businesses could work in a co-operative way with other businesses, the following responses were obtained:

| <b>Co-operative arrangement:</b>                               | <b>Yes</b> | <b>%</b>    |
|--|------------|-------------|
| Referral of work   | 10         | 45%         |
| Discussion groups  | 8          | 36%         |
| Joint participation in business management learning activities | 7          | 32%         |
| Co-operative marketing   | 6          | 27%         |
| Joint tendering  | 4          | 18%         |
| Buying and/or sharing equipment                                | 4          | 18%         |
| Staff sharing  | 3          | 14%         |
| Joint training of staff  | 3          | 14%         |
| Sharing distribution services                                  | 2          | 9%          |
| Group purchasing of inputs                                     | 2          | 9%          |
| <b>Total number of respondents</b>                             | <b>22</b>  | <b>100%</b> |

Consultancies, sub-contract work and displaying of one business’s product in another (similar) business were three examples listed by respondents of co-operative or alliance-type measures.

When commenting on the success (or otherwise) of such alliances, some of the feedback included: it would be good to do some of these things; highly successful, yes-good; most of the time it works out but can be expensive if labour has to come from out of the region; generally not helpful in my work; economies of scale; and very new to approach marketing in this way (unclear of its success).

Businesses were asked what raw materials and services they would like to purchase locally. The responses included: top quality merino wool; flashcards; timber; timber products; windows; drafters; quality building materials; bread (Turkish), chicken, fruit and vegetables; and fresh produce.

Two (out of twenty) businesses are considering changing the location of their business. Both respondents considered that the relocation would be to another location in this area.

## Part F: Business Support Services

The following Table relates to the issue of “where am I now” and “where do I want to be” with respect to a range of business management issues.

| Business Category  | Position           | 1 | 2 | 3  | 4  | 5  | No. of Respondents |
|--|--------------------|---|---|----|----|----|--------------------|
| Managing people  | Where I am now     | 0 | 0 | 10 | 10 | 1  | 21                 |
|  | Where I want to be | 0 | 0 | 0  | 7  | 12 | 19                 |
| Time management  | Where I am now     | 0 | 1 | 12 | 6  | 2  | 21                 |
|  | Where I want to be | 0 | 0 | 1  | 11 | 7  | 19                 |
| Balancing work and life                                  | Where I am now     | 0 | 4 | 10 | 6  | 2  | 22                 |
|  | Where I want to be | 0 | 0 | 2  | 8  | 9  | 19                 |
| Succession planning                                      | Where I am now     | 4 | 3 | 10 | 1  | 1  | 19                 |
|  | Where I want to be | 1 | 0 | 4  | 8  | 4  | 17                 |
| Planning and organising work and business systems        | Where I am now     | 0 | 3 | 6  | 11 | 1  | 21                 |
|  | Where I want to be | 0 | 0 | 1  | 6  | 11 | 18                 |
| Planning and organising production and service processes | Where I am now     | 0 | 0 | 10 | 8  | 1  | 19                 |
|  | Where I want to be | 0 | 0 | 1  | 9  | 7  | 17                 |
| Improving production or service processes                | Where I am now     | 0 | 1 | 4  | 10 | 3  | 18                 |
|  | Where I want to be | 0 | 0 | 1  | 4  | 12 | 17                 |
| Quality assurance/accreditation                          | Where I am now     | 1 | 2 | 8  | 6  | 1  | 18                 |
|  | Where I want to be | 0 | 1 | 2  | 4  | 9  | 16                 |
| Risk identification and management                       | Where I am now     | 0 | 2 | 10 | 6  | 1  | 19                 |
|  | Where I want to be | 0 | 0 | 1  | 6  | 10 | 17                 |
| Business strategy  | Where I am now     | 0 | 3 | 7  | 6  | 4  | 20                 |
|  | Where I want to be | 0 | 1 | 1  | 3  | 13 | 18                 |
| Financial management                                     | Where I am now     | 0 | 1 | 9  | 7  | 4  | 21                 |
|  | Where I want to be | 0 | 0 | 1  | 6  | 12 | 19                 |
| Legal/regulatory requirements                            | Where I am now     | 0 | 1 | 9  | 5  | 4  | 19                 |
|  | Where I want to be | 0 | 0 | 5  | 5  | 7  | 17                 |
| Marketing  | Where I am now     | 3 | 2 | 8  | 7  | 1  | 21                 |
|  | Where I want to be | 0 | 0 | 4  | 4  | 12 | 20                 |
| Developing and commercialising new products and services | Where I am now     | 0 | 3 | 8  | 4  | 1  | 16                 |
|  | Where I want to be | 0 | 0 | 3  | 7  | 4  | 14                 |
| Information technology applications                      | Where I am now     | 2 | 5 | 9  | 4  | 0  | 20                 |
|  | Where I want to be | 0 | 0 | 3  | 8  | 8  | 19                 |
| Sustainable business practices                           | Where I am now     | 0 | 1 | 12 | 6  | 5  | 24                 |
|  | Where I want to be | 0 | 0 | 1  | 8  | 8  | 17                 |

|          |                   |             |                   |
|----------|-------------------|-------------|-------------------|
| 1 = Poor | 2 = Below Average | 3 = Average | 4 = Above Average |
|----------|-------------------|-------------|-------------------|

The most obvious result from the previous table shows that people want to be better positioned in the future, than they are now, with all of the business categories.

What is less obvious is the extent to which various business practices are fully understood now:

- Areas which scored more 1 and 2 ratings (our understanding was poor or below average) included: succession planning (7); balancing work and life (4); marketing (5) and information technology applications (7).
- Areas which scored more 4 and 5 ratings (our understanding was above average or excellent) included: managing people (11); planning and organising business systems (12); Planning and organising production and service processes (9); Improving production or service processes (13); financial management (11); Legal/regulatory requirements (9); and Sustainable business practices (11).
- Areas which should be looked at further (whether by individual businesses, or by the Chamber as a part of training and development, could include:
  - business strategy, balancing work and life, and marketing (as the ratings were fairly even spread from poor to excellent); and
  - succession planning and information technology applications (with the majority of ratings ranging from poor to average).
- Other areas of business management which were identified as areas respondents would like to progress skills included: training staff with the financial aid of government, E-learning for students; developing overseas marketing; employee management; and computer controlled machinery.

Businesses were asked how they would prefer the information to be delivered. Twenty-three responses were received. The various formats and their results is shown in the following Table:

| <b>Business Training format</b> | <b>No.</b> |
|---------------------------------|------------|
| 2-3 hour workshops (morning)    | 9          |
| Mentoring/coaching              | 7          |
| Newsletter                      | 6          |
| Business breakfasts             | 4          |
| 2-3 hour workshops (evening)    | 4          |
| Networking events               | 4          |
| Full day workshops              | 3          |
| 2-3 hour workshops (afternoon)  | 2          |
| Conferences                     | 2          |
| Other (specify)                 | 2          |
| Field days                      | 0          |

Information delivery preferences included: online articles, email, post, workshops, face-to-face, and through websites like broadcast builder.

## Part G: Your Local Chamber

In the final part of the Business Retention and Expansion Survey, the Bungendore Chamber of Commerce and Industry invited businesses to comment on the extent to which the Chamber is (or should be, or could be) involved in helping local businesses to survive and grow.

Four questions were asked:

5. To what extent is your Chamber involved in assisting local business survival and growth?
6. Do you think the Chamber should be involved in assisting local business retention and expansion?
7. In addition to those listed in Q1, can you suggest ways in which the Chamber could be involved in local business retention and expansion?
8. Can you suggest ways in which the local business and community can assist with local business retention and expansion?

The results (from the 16 who responded) to these questions is summarised below:

### 6. To what extent is your Chamber involved in assisting local business survival and growth?

#### Positive

- Marketing and advertising (business directory distributed to 2000 households locally); Workshops and Seminars (on customer service);
- Website (giving small business online identification)
- The Chamber has run many seminars in the past designed to provide local businesses with access to experts in marketing and business development
- Meetings, Networking, Mentoring, Surveys, Invitations to participate in items that interest individual businesses. Guest speakers/experts in their field.
- The Chamber does the best it can. Most programs and initiatives seem to have little impact on business practice, especially when those practices are particularly wanting.
- Promotion of Bungendore, co-operative meetings, grant applications, dinners, awards, promotional events.
- Publishing business directory and web site. Provide networking opportunities. Acts as lobby group for local businesses.
- Lots.
- Giving exposure through Chamber meetings, providing an advertising outlet in the Bungendore Business Directory.
- Extensively - training, networking, specific campaigns encouraging local retailing .Web site with local information, directory and facilities for local business sites.
- Highly involved through training.

#### Not sure

- Unknown
- A little - training opportunities, publication of phone book

#### Negative

- We probably don't do as much as we could. Unfortunately we do not have a very enthusiastic bunch. I believe you need input from all different sectors, not just the people on the Committee. Business are given lots of information on what is happening. But unless the individual is willing to put in the effort, it's futile.
- They are active but perhaps not as active as they should be.
- Too focused on main business street tourism, not enough with home-based and supporting industries such as construction.

7. Do you think the Chamber should be involved in assisting local business retention and expansion?

Yes: 13

No: 3

8. In addition to those listed in Q1, can you suggest ways in which the Chamber could be involved in local business retention and expansion?

- Meetings, Networking, Mentoring, Surveys, Invitations To Participate In Items That Interest Individual Businesses. Guest Speakers/Experts In Their Field.
- Mentoring programmes, Training
- Promotion of local businesses to new residents.
- Advertising capabilities of local businesses.
- Assist with business/ Council issues such as waste and commercial area development.
- Rather than just sitting back and watching a business that has rumoured to be in trouble, and do nothing, approach the business and ask if the Chamber can be of assistance (Chamber has a network of expertise and business specialists who might be able to offer assistance).
- If we could get local business to talk about what they want. (that is: come to a meeting with suggestions). But they need to be positive and constructive. I hear a lot of negativity. And business need to understand that at the end of the day it is up to them individually to put the effort in. The Chamber cannot do it for them. The Chamber can assist and point in the right direction. But it comes down to individual needs.

9. Can you suggest ways in which the local business and community can assist with local business retention and expansion?

- Support each other more - some businesses criticise each other; Cross referrals; Cooperative local marketing (eg shop local); Cooperative external marketing (promoting Bungendore outside the Village) - as increased customers will help retain businesses.
- Improving service levels so that people come back; Improving customer-service across the board (at the moment some are excellent, some are appalling).
- Streamline DA approval by Council and encourage council to work with business more cooperatively; Encourage Council to have an interest in Tourism.
- By Supporting Chamber Initiatives
- Buy local; Supporting local businesses as without the shop-keepers they would be travelling 25 kilometres.

**Thank you for your interest and participation in this survey**